

Job Satisfaction of Library Professionals in Maharashtra State, India Vs ASHA Job Satisfaction Scale: An Evaluative Study

Dr. Suresh Jange

University Deputy Librarian
Virtual Learning Resource Centre & Digital Library
Gulbarga University, Gulbarga
Karnataka, India
sureshjange@gmail.com

Dr. Vandana Gavali

Librarian
Walchand College, Solapur
Maharashtra, India
vandanagavali@gmail.com

ABSTRACT

The purpose of this paper is to ascertain the extent of job satisfaction with respect to adequacy of salary and promotional avenues, working environment, communication pattern and social security among library professionals and stress and job involvement of library professionals working in 35 districts of Maharashtra State.

For the present study the Maharashtra State of India is considered as a geographical region of the study. All the 35 districts of Maharashtra state of India have formed a universe of the study in which Questionnaire tool were used to collect the research data from a population of 524 librarians working in 35 districts Maharashtra state of India using purposive sampling technique of non-probability method. A total of 440 librarians responded with a responsive rate achieved was 83.9% and used for statistical analysis and interpretation. The Split-half reliability using Spearman-brown formula is 0.79 and the validity components, concurrent validity and factorial validity has been tested.

In addition, researcher also provides valuable source of information on the facets of job dissatisfaction among librarians in Maharashtra State, India covering 35 districts.

Keywords: Job Satisfaction, Academic Libraries, Maharashtra State – India, Professional Development

1.1 INTRODUCTION

The management of people at work is an integral part of the management process. A well managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic and research

libraries, there is a need for strong and effective motivation at various levels, departments and sections of the library.

Job satisfaction naturally depends on economical, social and cultural conditions in a given country. Existing economical problems of the developing countries affect the budgets of the libraries. Lack of sufficient wages, promotional avenues, social security and healthy working conditions put far from being satisfied. People work for different reasons, some work just to earn money, some others work to utilize their talents and get satisfaction, recognition and social status. The first significant study on job satisfaction conducted by Hoppock (1935)¹ reported that work rather than leisure brings more satisfaction.

Low wages, lack of status and social security affect motivation. People are truly the most precious resource of any organization. Therefore, increasing attention is being paid to human resource management. Management of manpower is concerned with people at work and well-being of an individual worker and or working groups for their efficient and effective use for organizational goals. Therefore, it is very important for employer and employees to realize the stress and the stressor that causes all the negative effects. The number of university in Maharashtra has increased tremendously for the past few years. Due to the increasing number of universities in Maharashtra, university academic staffs may face more problems in their job as the managements are facing competitive pressure from other universities. Almost universities are now setting new goal to compete with other universities as well as the academic staff are involving with the ultimate goal. This may cause the staffs of academic institutions to face plenty of stress and therefore affect their satisfaction and even their physical or mental health.

1.2 JOB SATISFACTION

Job Satisfaction is a combination of two words, Job and satisfaction. Job includes occupational activity performed by an individual in return for a monetary reward while satisfaction is a word, which is not boosting up the morale of the employees. It increases the efficiency and the work orientation of the employees. Job requires interaction with co-workers and seniors, following organizational rules and policies, meeting performance standards living with working conditions that are often less than ideal. (Jana & Panigrahi, 2011)²

Locke (1969)³ gives a comprehensive definition of job satisfaction is as a pleasurable or positive emotional state resulting from the appraisal of one job or job experience. Job satisfaction is a result of employees' perception of how well their job provides things which are viewed as important. There are three important dimensions to job satisfaction are: first job satisfaction is an emotional response to a job situation As such, it cannot be seen, and it can only be inferred. Second, job satisfaction is often determined by how well outcomes meet or exceed expectation. Third, job satisfaction represents several related attitude.

Smith Kendal and Hulin (1964)⁴ have suggested that there are five job dimensions that represent the most important characteristics of a job about which people have affection responses.

- Work Itself: - the extent to which the job provides the individual with interesting tasks opportunities for learning and the chance to accept responsibility.
- Pay: - The amount of financial remuneration that received and the degree to which this is viewed as equitable vis-a-vis other in the organization.
- Promotion opportunities':-the chances for advancement in the hierarchy.
- Supervision: - The abilities of the supervisor to provide technical assistance and behavioral support.
- Co-workers:- the degree to which fellow workers is technically proficient and socially supportive.

Job satisfaction is a complex phenomenon. The importance of job satisfaction is fairly evident from a description of the importance of maintaining morale in any organization. Herzberg and his associates (1959)⁵ explored job satisfaction from a basically dynamic view and offered an approach to an understanding of motivation to work. Job satisfaction is a dynamic changing idea that reflects an individual's attitudes and expectations towards his work and goals in life. Job satisfaction of the librarian naturally depends on the economically, social and cultural conditions in a given country. A librarian who cannot get a sufficient wage will face with the problem of maintaining his or her family's life. This problem puts the librarian far from being satisfied. Especially the social facilities are sufficient because of the economic conditions. Low wages and lack of status and social security affect job satisfaction of the librarian who has an important in society will affect the quality of the service he renders.

1.3 JOB SATISFACTION IN ACADEMIC LIBRARIES

Increasing higher educational programmes, intensive research activities, the rapid growth of literature and increased demands of reading community for varied library services have brought significant changes in the collection of academic and special libraries in India and the working in them. In other words the collection of libraries and the staff working in them increased considerably compared to what they were in the early 1940's. It is well known fact that both material and human resources became expensive and would be becoming more expensive in future. Providing maximum service at minimum cost is the primary objective of a service organization like libraries. The human resources are the most important constituent in the convert financial and material resources fully well libraries cannot accomplish the objectives which they aim to achieve. For utilization of human resources fully there is need of developing a positive attitude in the staff towards their job and by motivating them through a provision of job incentives as perceived by them.

The most important evidence which indicates that the conditions of an organization got worsened is the low rate of job satisfaction. The job satisfaction is the condition of establishing a healthy organizational environment in an organization. Libraries are the indispensable cornerstones of the society. The qualification of the library personnel are the fundamental determinants of the development and organization of the service. Rendering effective service in library depends on the human source.

Job satisfaction of the librarians, who have important place in the society, will affect the quality of the service they render. In this respect, the question of how the material and moral elements affect the job satisfaction of the librarians gains importance. (Kaya, 1995)⁶

Ivancevich and Matteson (1980)⁷ identified four categories of work stressors physical environment individual level, group level and organizational level. Purushotamma, G.M. (2009)⁸ surveyed 77 LIS professionals in higher educational institutions of Dakshina Kannada districts revealed that the professionals are satisfied with management related issues such as supervision, recognition and performance evolution and dissatisfied with autonomy by authority facet and also explained that supervision, reward and recognition and performance evaluation are the areas of satisfaction for professionals. Patel and Patan (2013)⁹ studied the job satisfaction and workload of university libraries personnel of Gujarat and

suggested that library personnel are a valuable asset for libraries to give best service to library users. Library officials and policy makers should know this fact and should construct such policies that may increase job satisfaction among library personnel to get maximum benefit from them and image of library may reflect to society.

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals. An effective organization will make sure that there is a spirit of cooperation and sense of commitment and satisfaction within the sphere of its influence. In order to make employees satisfied and committed to their jobs in academic and research libraries, there is need for strong and effective motivation at the various levels, departments, and sections of the library.

The way librarians in academic and university libraries perceive stress influences their level of satisfaction while job satisfaction and stress have been the topic of many studies, but the present studies presents new information perspective, describing job satisfaction, Stress and job involvement of library professionals in Maharashtra state. Hence, the study is undertaken.

1.4 OBJECTIVES OF THE STUDY

The study aims to study the extent of job satisfaction of library professionals in academic libraries pertaining to five dimensions by applying ASHA Job Satisfaction Scale i.e.

1.4.1 Salary and facilities

1.4.2 Supervision

1.4.3 Promotion

1.4.4 Work opportunity and

1.4.5 Human relations

1.5 RESEARCH DESIGN

The present study is descriptive in nature. It attempts to adopt dependent – independent, associational & co-relational design to fulfill the nature of the study.

Universe and Sampling

For the present study the Maharashtra State is considered as a geographical region of the study. All the 35 districts of Maharashtra state have formed a universe of the study. Researcher has tried to collect study units as much as possible through all over Maharashtra. The sample is collected by using purposive sampling technique of non-probability method. A total sample framework then becomes 440 which are further taken for statistical analysis and interpretation.

Tools of data collection

The tools were used for the data collection is Job Satisfaction Scale: ASHA Job Satisfaction Scale (JSS-HMMP) by Dr. Asha Hingar, Dr. Uma Mittal, Dr. Vinita Mathur and Ms. Mansi Parnami is used. (Hinger, 2012)¹⁰.

An effort has been made to measure job satisfaction focusing on various facilities and opportunities provided by an organization for the growth and development of its employees. Subsequently a five dimensional scale comprising 50 (fifty) items was developed. The 5 (five) dimensions include (I) salary and facilities (II) supervision (III) promotion (IV) work and (V) human relations. These dimensions are operationalized in terms of following criterion measures.

- i) **Salary and Facilities:** The compensation of work in terms of salary and other allowances, fringe benefits, overtime made in accordance to one's role and responsibilities as well as the cost of living. Payments made elsewhere (in other organization) are also considered. Item no. 1, 6, 11, 16, 21, 26, 31, 36, 41, 46 measures the job satisfaction with regards to this dimension.

- ii) **Supervision:** The supervisor or senior is able to motivate, support and train the subordinate, is tactful and knowledgeable so that the employees develop a sense of confidence in him. Item no. 2, 7, 12, 17, 22, 27, 32, 37, 42, 47 measure supervision of job satisfaction.
- iii) **Promotion:** There are ample opportunities for advancement and a reward system exists, where merit as well as seniority is given due consideration. Promotion is given as a right and a system reveals that those who are eligible and worthy are certain that in due course of time they will certainly be promoted in a time bound manner. Item no. 3, 8, 13, 18, 23, 28, 33, 38, 43 and 48 are related to promotion dimension of job satisfaction.
- iv) **Work Opportunity:** The work is arranged in accordance with the ability and interest of the individual. Employees get an opportunity to project their creative skills and take it as a challenge. Opportunities for initiative and innovation exist. Item no. 4, 9, 14, 19, 24, 29, 34, 39, 44 and 49 measures the work dimension of job satisfaction.
- v) **Human Relations:** Fulfillment of an employee's socio-psychological needs results in cordial human relations, which in turn boost up an employee's morale and job satisfaction. An atmosphere of cooperation, concern for each other and a team feeling prevails resulting in high morale. Item no. 5, 10, 15, 20,25,30,35,40, 45, 50 are related to human relations aspect of job satisfaction.

Reliability: The Split-half reliability using Spearman-brown formula is 0.79.

Validity: The validity components, concurrent validity and factorial validity have made.

Table 1: Dimension-wise Norms for Interpretation of Raw Scores

Dimensions/ Job Satisfaction level	(i) Salary & Facilities	(ii) Supervision	(iii) Promotion	(iv) Work	(v) Human Relations	Total job satisfaction level
High	7 – 10	7 – 10	7 – 10	7 – 10	7 – 10	35 – 50
Average	5 – 6	5 – 6	5 – 6	5 – 6	5 – 6	25 – 34
Low	0 – 4	0 – 4	0 – 4	0 – 4	0 – 4	0 – 24

The scale comprises of 50 items having two alternative answers, viz., agree and disagree. The subject is asked to choose an alternative for each item, which best reflects his level of satisfaction and dissatisfaction with given item with score (1) is agree and (0) for disagree. Further items (16-30) are to be scored in reverse order. The total score ranges from 0 to 50. Each job satisfaction dimension score shall range from 0 to 10. The score on each dimension will be summed up to find out total job satisfaction score. All the scores on five dimensions are to be summed up and then classified in three categories, i.e. High, Average and Low job satisfaction (Hingar et.al. 2011:12).

Interpretation of scores: Higher scores indicate high level of job satisfaction and lower the scores lower the total job satisfaction and for the subscales too.

1.6 RESULTS AND DISCUSSION: ASHA SCALE ANALYSIS

Frequency tables based on the scores of total job-satisfaction and scores for sub-scales of the ASHA scale have given below;

Table 2: Job satisfaction level for ‘Salary & facilities’

Job satisfaction level	Frequency	Percentage
Low	117	26.6
Average	164	37.3
High	159	36.1
Total	440	100.0

The table 1 reveals about the level of job satisfaction of the respondents for salary & facilities. A majority proportion of the respondents, less than two-fifth, have average level of job satisfaction about their salary and other facilities. A significant proportion of the respondents, slightly less than average level i.e. less than two-fifth, have high level of job satisfaction and a small proportion of the respondents, more than one-fourth have low level of job satisfaction for an area of salary and facilities respectively (Objective 1.4.1). It is clear from the above table that majority of the respondents have average level of job satisfaction for their salary and other facilities

Table 2: Job satisfaction level for ‘Supervision’

Job satisfaction level	Frequency	Percentage
Low	112	25.5
Average	173	39.3
High	155	35.2
Total	440	100.0

Table reveals about the level of job satisfaction of the respondents for supervision. A majority proportion of the respondents, about to two-fifth, have average level of job satisfaction for their supervision. A significant proportion of the respondents, less than two-fifth, have high level of job satisfaction. A small proportion of the respondents, more than one-fourth, have low level of job satisfaction for their supervision (Objective 1.4.2). It is clear from the above table that majority of the respondents have average level of job satisfaction for their supervision.

Table 3: Job satisfaction level for ‘Promotions’

Job satisfaction level	Frequency	Percentage
Low	121	27.5
Average	181	41.1
High	138	31.4
Total	440	100.0

Table 3 depicts about the level of job satisfaction of the respondents for their promotions. A majority proportion of the respondents, more than two-fifth, have average level of job satisfaction for their promotions. A significant proportion of the respondents, less than two-fifth, have high level of job satisfaction. A small proportion of the respondents, more than one-fourth, have low level of job satisfaction about their promotions (Objective 1.4.3). It is clear from the above table that majority of the respondents have average level of job satisfaction for their promotions.

Table 4: Job satisfaction level for ‘Work Environment’

Job satisfaction level	Frequency	Percentage
Low	119	27.0
Average	179	40.7
High	142	32.3
Total	440	100.0

The table 4 shows about the level of job satisfaction of the respondents for their work. A majority proportion of the respondents, more than two-fifth, have average level of job satisfaction for the work they are engaged in. A significant proportion of the respondents, less than two-fifth, has high level of job satisfaction and a small proportion of the respondents, more than one-fourth, have low level of job satisfaction for their work (Objective 1.4.4). It is clear from the above table that majority of the respondents have average level of job satisfaction for their work.

Table 5: Job satisfaction level for ‘Human relations’

Job satisfaction level	Frequency	Percentage
Low	141	32.0
Average	158	35.9
High	141	32.0
Total	440	100.0

The table 5 explains about the level of job satisfaction of the respondents for human relations. A majority proportion of the respondents, less than two-fifth, have average level of job satisfaction for human relations in library. A significant proportion of the respondents, less than two-fifth, have high and low level of job satisfaction respectively (Objective 1.4.5). It is clear from the above table that majority of the respondents have average level of job satisfaction for human relations.

Table 6: Total level of job satisfaction

Job satisfaction level	Frequency	Percentage
Low	116	26.4
Average	204	46.4
High	120	27.3
Total	440	100.0

It is clear from the above table that majority of the respondents have average level of total job satisfaction. A majority proportion of the respondents, more than two-fifth, have average level of total job satisfaction. A significant proportion of the respondents, more than one-fourth, has high level of total job satisfaction and a proportion, more than one-fourth, have low level of total job satisfaction (Objective 1.4.5).

Table 7: Age of respondents and Total Level of Job Satisfaction

Age	Job Satisfaction			Total
	Low	Average	High	
Below 30 years	05 8.1%	14 22.6%	43 69.4%	62 100.0%
31-40 years	45 22.0%	113 55.1%	47 22.9%	205 100.0%
41-50 years	52 45.2%	52 45.2%	11 9.6%	115 100.0%
51 years and above	14 24.1%	25 43.1%	19 32.8%	58 100.0%
Total	116 26.4%	204 46.4%	120 27.3%	440 100.0%

Chi-Square Value: 91.664 Df: 6 Level of Significance: 0.000

A majority proportion of the respondents, more than two-fifth, have average level of job satisfaction. Within that it is seen that as age increases the proportion of high level of job satisfaction increases till age 40 then goes on decreasing, whereas, low level of satisfaction is increasing with the age till age 50. Respondents with high level of job satisfaction are found young. The chi-square test is applied to see the association between the variables, age and job satisfaction. It is seen there is statistical association between them as the significance level is 0.000 (table 7).

Table 8 reveals about the pay scale of the respondents and total level of job satisfaction. A majority proportion of the respondents, more than two-fifth, have average level of job satisfaction. Within average score, it is clearly seen that those who are getting UGC scale scored more than those who are getting non-UGC pay scale. But in case of high job satisfaction respondents with Non-UGC pay scale are more than UGC scaled respondents. In case of low level of job satisfaction, it is found that non-UGC respondents are more than UGC scaled respondents. It is apparent from the above table that majority of the respondents have average level of job satisfaction. The chi-square test is applied to see the

association between the variables, pay scale and job satisfaction. It is seen there is no statistical association between them as the significance level is 0.233.

Table 8: Pay scale of respondents and Total Level of Job Satisfaction

Pay scale	Job Satisfaction			Total
	Low	Average	High	
UGC	85	166	95	346
	24.6%	48.0%	27.5%	100.0%
NON-UGC	31	38	25	94
	33.0%	40.4%	26.6%	100.0%
Total	116	204	120	440
	26.4%	46.4%	27.3%	100.0%

Chi-Square Value: 2.913 Df: 2 Level of Significance: 0.233

1.7 CONCLUSIONS

The conclusions are drawn based on the findings of the study.

- The study intended to see the level of job satisfaction among the library science personnel in respect to salary & facilities, supervision, promotion, work and human relations. As far as job satisfaction is concerned study participants have average level of job satisfaction.
- The socio-demographic study variables i.e. respondent's age, sex, qualification, working place, their designation, region and years of experience are associated and found influencing the respondent's job satisfaction level.

- Whereas, the variables i.e. scale (ugc or non-ugc), type of library (college or university) and respondents mode of education (regular or distance) have no association with their job satisfaction and therefore they are not interfering with the job satisfaction of the participants.

Table 9: Correlations between selected variables and subscales and total ASHA job satisfaction

Correlations		Dimension i	Dimension ii	Dimension iii	Dimension iv	Dimension v	ASHA total
Mode of education	Pearson Correlation	-.119*	.075	-.178**	-.001	-.039	-.034
	Sig. (2-tailed)	.013	.116	.000	.978	.412	.478
	N	440	440	440	440	440	440
Age	Pearson Correlation	-.031	-.059	.073	.072	-.034	.030
	Sig. (2-tailed)	.510	.213	.127	.130	.473	.529
	N	440	440	440	440	440	440
Sex	Pearson Correlation	.151**	.632**	-.154**	-.168**	-.186**	-.113*
	Sig. (2-tailed)	.002	.000	.001	.000	.000	.018
	N	440	440	440	440	440	440
Qualification	Pearson Correlation	-.009	-.173**	-.089	.215**	-.005	-.089
	Sig. (2-tailed)	.843	.000	.062	.000	.913	.063
	N	440	440	440	440	440	440

Pay scale	Pearson Correlation	-.013	-.017	-.211**	-.080	-.099*	-.136**
	Sig. (2-tailed)	.789	.725	.000	.093	.039	.004
	N	440	440	440	440	440	440

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

The consolidated table above reveals about the correlations between selected variables and total job satisfaction along with subscales of ASHA scale. The variable respondents mode of education has not found correlated with the total score for the ASHA job satisfaction scale, but it has found correlated at 0.05 level with Di i.e. Salary & faculties related job satisfaction, it has also found correlated at 0.01 level with Dimension iii i.e. Promotion related job satisfaction. The variable age of the respondents has not found correlated with either total score for the ASHA job satisfaction scale and its sub scales. The variable sex of the respondents has not found correlated at 0.05 level with total scale and at 0.01 level with all the sub scales of job satisfaction.

The variable educational qualification of the respondents has not found correlated with the total score but has found correlated at 0.05 level with Dimension -ii i.e. supervision and Dimension iv i. e. Work related job satisfaction. The variable pay scale of the respondents has not found correlated at 0.01 level with total score of the job satisfaction and Dimension iii i.e. promotion related job satisfaction. It has also found correlated at 0.05 levels with Dimension v i.e. human relations related job satisfaction.

References

1. Hoppock, R. (1935). *Job satisfaction*. Newyork: Harper and Bros.
2. Jana, L. K., & Panigrahi, P. (2011). *Job satisfaction of college librarians*. Saarbrucken: LAP LAMBERT.
3. Locke, E. A. (1969). What is job satisfaction? *Organizational Behaviour and human performance*, 4 , 309-336.
4. Smith Kendal and Hulin (1964)
5. Herzberg, F. M., Mausner, R. R., & Snyderman, B. B. (1959). *The motivation to Work*. Newyork,157: Wiley.
6. Kaya, E. (1995). Job satisfaction of the librarians in the developnig countries. *61st IFLA General conference* .
7. Ivancevich, J. M., & Matteson, M. T. (1980). *Stress and work:A Managerial Perspective*. Glenviwe: Scott Foresman.
8. Purushothamma, G. M. (2009). Satisfaction levels related to management issues among LIS professionals. *Annals of iinformation studies* , 227-235.
9. Patel, M., & Patel Patan, K. N. (2013). Job satisfaction and Work load Among personnel in the University of Gujrat. *Indian Journal of Applied research*, 3-2 , 163-168.
10. Hingar, A., Mittal, U., Mathur, V., Parnami, M. (2012). *Manual for ASHA Job Satisfaction Scale*, Agra: National Psychological Corporation, pp. 12.

Follow us on: [IRJLIS](#), [Facebook](#), [Twitter](#)